

INTERNATIONAL CITY MANAGERS' ASSOCIATION

1313 EAST 60TH STREET - CHICAGO 37, ILLINOIS

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PROFESSIONAL ORGANIZATIONS OF MUNICIPAL OFFICIALS

What are the benefits accruing to cities through memberships in national organizations of municipal officials? What are the services these organizations offer? What are the costs to cities for the services provided?

The purpose of this MIS report is to provide information on the resources, services, costs, and benefits of the principal nation-wide voluntary organizations serving municipal government officials.

The first part of this report summarizes the services and membership of 22 professional organizations. This is followed by a three-page table showing for each organization the year organized, number of state and regional chapters, individual and agency members, membership services, number of full-time staff, and other data. The table is followed by a section containing concise descriptions of each of the 22 professional organizations. The write-up on each organization is organized into four parts: purposes, membership, membership services, and other services. The 22 organizations are listed in alphabetical order in the table and in the section immediately following. The table shows also the page number of this report where each organization is described. The final section of this report presents information in briefer form on five additional organizations which have definite interest and value for municipal officials but which are not professional organizations of municipal officials within the scope of this report. The first of these, the American Municipal Association, is the national organization representing cities as corporate bodies.

This report will provide city officials with a convenient reference to the organizations that have immediate and practical services to offer city governments. City managers and other city officials can use the report as a guide in checking on the membership of their own employees and in encouraging the professional development and interchange of information for each municipal government service.

Before summarizing the work of the 22 organizations, recognition should be given to the contribution that has been made by these groups and many others in the improvement of public administration, the upgrading of the standards of public service, and even the long-run development of public policy. The impact has been felt not only in municipal governments but also in state, national, and international organizations. The contributions have been made through voluntary organizations applying objective processes of research to provide services that often are considerably broader than the immediate interests of their memberships.

"1313 East 60th Street." The role of voluntary organizations and cooperative efforts among organizations is illustrated conspicuously by the groups housed at 1313 East 60 Street, Chicago, Illinois. This building is a common address for 23 associations with a combined membership of some 33,000 public officials and about 14,000 public administration agencies. Nine of the 22 organizations described in this report are located at 1313, and four of the five organizations discussed separately at the end of this report are located at 1313. Of the other organizations, six are located in Washington, D. C., five in New York, one in Chicago at another address, and one in Aurora, Illinois.

Each of the organizations at 1313 is separate and autonomous just as are the organizations in other cities. Each organization has its own membership program including publications, research, and other activities.

Beyond this, however, the 1313 organizations work together both formally and informally in the improvement of administrative organization and methods through the interchange of information and experience. Sharing one building there is ample opportunity for the staff in each organization to get in touch with other colleagues to discuss common problems. They can call on one another for routine information or more specialized advice, and these informal meetings are of benefit to all public officials.

The 22 Professional Organizations

Purposes and Objectives. A common thread of professionalization runs through all 22 organizations. They are interested in raising the standards of service, the qualifications of membership, and the training needed for effective performance.

A second distinguishing feature is a common interest in administration. Each organization has some degree of interest in administrative management as a means of facilitating its work. A third characteristic is membership services--research, regular and special publications, answering of inquiries, and other activities. In some organizations these services are available to a considerably larger group than their own memberships.

Another common service is personnel placement consisting at the minimum of the publication of job openings in the field. Finally, the organizations study salary levels of their own groups to ascertain relationships with pay in other occupations and with salaries in private employment. This can range from the occasional publication of factual salary surveys to the promulgation of "standards" for various employments.

Staff and Expenditures. Twenty-one of the 22 organizations have staffs totaling 397 full-time employees. The number ranges from three employees with the National Institute of Governmental Purchasing to 95 with the American Library Association. Sixteen of the organizations have from three to 16 employees. One group, the National Institute of Municipal Clerks, has no full-time staff; secretariat services are provided for them through the Chicago office of the American Municipal Association.

The 1955 expenditures for these organizations totaled \$4,910,375 and ranged from \$25,806 for the National Institute of Municipal Clerks to \$1,332,563 for the American Library Association. Nine of the organizations had annual expenditures of less than \$100,000, and eight had expenditures ranging from \$100,000 to \$163,000.

These figures cannot be related only to a single standard such as number of members in a given organization. Other factors of greater weight include ratio of professional to clerical staff, number and type of publications, types of research projects, in-service training, and field consultation.

Membership. Full membership for individuals is offered by 21 of the 22 organizations (all but the National Institute of Governmental Purchasing). The range of annual dues for a full-fledged member with voting and other membership privileges ranges from \$5 to \$21. Eight of the organizations have dues of \$10 per year and six of \$15. The dues are higher in a few organizations for officials of larger cities. Most of the organizations also have memberships for junior, student, affiliate,

associate, and other similar classifications. These persons usually receive the same benefits as full members except for the right to vote and to hold office.

The individual membership fees are inadequate for most organizations to finance the cost of specialized services requested by cities. A number of them therefore offer agency, institutional, or service memberships based on the population of the jurisdiction, the annual revenue of the agency, and other criteria such as the number of permanent dwelling units managed (housing officials) or annual purchasing volume (purchasing agents). Still other organizations, as described below, provide for special subscription services to public agencies to provide a wider range of research and publications services.

Membership Services. The range of regular membership services provided by the 22 organizations includes advisory or information service, conducting an annual conference, publishing conference proceedings, a directory of members, a monthly or quarterly journal, a periodic newsletter, and a personnel placement service. None of the organizations provide all of these services, but 17 for example publish a newsletter, 15 provide advisory or information service, and 13 issue a monthly or quarterly journal. Twenty-one of the organizations conduct an annual conference while the remaining organization, the American Public Welfare Association, holds its meeting biennially. Eleven of the organizations publish conference proceedings.

Many of these organizations supplement these services with two other activities: (1) sponsoring or encouraging the sponsorship of state and regional meetings, and (2) work on research and publications projects with the permanent staff of other professional organizations.

Other Services. Individual membership dues, sale of publications, and incidental revenues are not sufficient for many of these organizations to provide their services. Some of these groups have established special subscription services with various annual charges to provide advisory and information service by mail and special research reports not otherwise available. The annual fees are paid by governmental agencies rather than individuals.

The Civil Service Assembly (Public Personnel Association) has a service with the fee based on the number of employees under the jurisdiction of the personnel agency. The American Society of Planning Officials and the International City Managers' Association provide information services in their special fields with fees based on the population of the municipality or other governmental agency. The American Association of School Administrators charges a flat annual fee to all subscribers to their special research service. The American Public Power Association recently began a special research service with a fee based on 20 per cent of the regular membership dues. The National Association of Housing and Redevelopment Officials has two special services, one based on population and the other on the number of housing units. The Building Officials Conference of America has a service for the examination of building plans with the fees based on the number of cubic feet in the proposed structure.

In addition to these special subscription services, some of the organizations have services which can be used as the need arises. The International City Managers' Association, for example, has an extensive in-service training program available to city officials. The American Public Health Association and several others provide field consultation services with charges based on the actual time and expense incurred.

Research and Publications. All of these organizations to some degree are in the publishing business, and many of their regular and special publications are based

upon research projects conducted by the full-time staff. Often these activities are closely interrelated. It is not unusual, for example, for an inquiry on a problem of rather wide interest to lead to extensive research, a comprehensive reply by mail, further research into the practices of other jurisdictions, and the publication of a special report.

A complete list of the publications of each of the 22 organizations would be considerably beyond the scope of this report. Each organization, however, maintains current lists or catalogs of its publications which are available upon request. All of the publications of these organizations which are of general interest to city administrators are listed in each edition of the Municipal Year Book at the ends of various sections on municipal activities.

Conferences. As mentioned above, all of these organizations conduct national meetings for their members with 21 on an annual basis and one on a biennial basis. Eighteen of the 22 organizations either conduct or encourage the sponsorship of state and regional meetings. These meetings provide an opportunity for city officials to get together with colleagues from all parts of the United States (and often from Canada and other countries) to explore current problems through panel discussions, lectures, round tables and other scheduled sessions. In addition, they gain great benefit from the informal meetings with other officials where they can compare notes and learn through the interchange of information and experience. All of the organizations work toward providing conferences that will be of benefit not only to the persons attending but to the agencies they serve. Many of these organizations had their beginnings in nothing more than an annual meeting. They are working conferences for professional growth and development, and it is no accident that they are usually referred to as "conferences" rather than "conventions."

Costs for Organization Memberships and Services. City officials naturally are interested in the costs of memberships and services in these organizations, and substantially complete information is presented on subsequent pages for each group. If, for example, a city of about 20,000 population were to pay the cost of membership for city employees in all 22 organizations and subscribe to all of the special services, the total annual cost would be about \$1,000. This would cover all of the regular membership services, the special subscription services, and many of the publications. For many cities in the 10,000-25,000 population group the total charges would not exceed one-tenth of 1 per cent of the annual budget.

In many of these cities the charges would be even less because they do not have responsibility for education, public health, electric utilities, public welfare, and public housing. These functions often are performed by counties, special districts, and larger cities. It should be added, of course, that this cost estimate does not include the expense of sending city employees to state, regional, and national conferences in their fields or the cost of most special publications.

Other Service Organizations. Five other organizations for public officials are shown separately at the end of this report: American Municipal Association, American Society for Public Administration, National Municipal League, Public Administration Clearing House, and Public Administration Service. Each of these organizations has programs and services which are of benefit to city officials either directly or indirectly. They are shown separately, however, to distinguish them from the 22 professional groups which are of primary interest for this report.

The American Municipal Association is the national organization representing cities as a federation of state leagues of municipalities and as a direct membership organization for larger cities. Its membership is entirely corporate through state leagues and individual cities.

This table includes the 22 organizations described in detail on subsequent pages. The "Number of Agency Members" for AASA, ASPO, CSA, and ICMA shows number of units or agencies subscribing to each organization's special subscription service. Code letters for "Membership Services" and "Other Services Available" are shown below. Operating expenditures are for 1955 or latest fiscal year ending by June 1, 1956. Footnotes shown at end of table.

Membership Services; Other Services Available

A Advisory or information service	N Newsletter
C Annual conference report	P Personnel placement service
D Directory	R Special service reports
F Field consultation	T Training
J Journal	Y Year book

() Letters in parentheses indicate services received by special subscription.

Name of Organization	Shown on Page No.	Year Organized	No. State Provin. or Regional Chapters	No. of Individual Members	No. of Agency Members	Membership Services	Other Services Available	Annual Natl. Conference	State or Regional Confs.	No. of Full-time Staff	Operating Expenditures 1955
Amer. Assn. of School Administrators	1274	1865	None	10,000	875	CDNY	(ACDNY)*	Yes	Yes	28	\$236,387
Amer. Institute of Park Executives	1274	1898	7	1,624	640	AJNPY ¹	C	Yes	Yes	7	88,260
Amer. Library Association	1275	1876	41	16,000	3,000	ACDJ	None	Yes	Yes	95	1,332,563
Amer. Public Health Assn.	1276	1872	35	13,000	None	AJNP	F	Yes	Yes	64	647,000
Amer. Public Power Assn.	1277	1940	None	822	274	AJN	(ANR)*	Yes	Yes	8	133,250
Amer. Public Welfare Assn.	1278	1930	None	3,890	1,070	ADJN	FT	Yes ²	Yes	16	162,654
Amer. Public Works Assn.	1279	1894	25	3,015	103	ACDN	None	Yes	Yes	11	109,700

Shown on Page No.	Year Organized	No. State Provin. or Regional Chapters	No. of Individual Members	No. of Agency Members	Membership Services	Other Services Available	Annual Natl. Conference	State or Regional Confs.	No. of Full-time Staff	Oper. Expenditures-- 1955
Amer. Soc. of Planning Officials	1280	1934	3,000	429	CNP	(ACNPR)* F (R)*	Yes	No	12	\$102,355
Amer. Water Works Assn.	1281	1881	9,028	1,525	ADJN	None	Yes	Yes	13	372,650
Bldg. Officials Conference of America	1282	1915	360	154	ACN	(A)* F	Yes	Yes	4	54,000
Civil Service Assembly ³	1283	1906	1,301	427	JNP	(AJNR)*	Yes	Yes	11	109,700
Institute of Traffic Engineers	1284	1930	995	None	AJP	C	Yes	Yes	4	61,700
Intl. Assn. of Chiefs of Police	1285	1893	3,192	None	CJP	FT	Yes	No	24	80,750
Intl. Assn. of Fire Chiefs	1286	1893	7,300	None	ACN	None	Yes	Yes	5	92,000
Intl. City Mgrs. Assn.	1286	1914	2,123	912	CDJNP	(AJRY)* T	Yes	Yes	13	163,600
Municipal Finance Officers Assn.	1287	1906	2,666	None	ADJN	None	Yes	Yes	6	60,000
Natl. Assn. of Assessing Officers	1289	1934	2,300	66	ACN	T	Yes	Yes	4	50,000

AMERICAN ASSOCIATION OF SCHOOL ADMINISTRATORS

Worth McClure, executive secretary, 1201 - 16th Street, N. W., Washington 6, D.C.

Purposes. This Association's goals are the development of competent administrative leadership; the recruitment, preparation, and in-service training of outstanding individuals as teachers and administrators; salaries and conditions which will attract and retain good teachers; small classes with more individual attention for pupils; cooperative efforts by teachers and lay groups in the formulation of educational policies and programs; complete fiscal independence of local boards of education; and federal aid to education.

To help reach these goals the Association provides numerous services including a special research and inquiry service, annual and regional conventions, year books containing studies on current educational issues, periodic newsletters, and numerous publications of AASA and the National Education Association.

Membership. (1) Active Membership is open to educators holding supervisory and administrative positions with local districts, intermediate districts, and state school systems as well as administrators, department heads, professors of education, and placement officers in universities and colleges. (2) Associate Membership is available to all others who are actively interested in educational work. Associate Members are entitled to all privileges of the Association except the right to vote and to hold office. (3) Institutional Membership is open to school systems, libraries, and other organizations that wish to receive publications. Privileges are the same as for Associate Members. Annual dues for all classes of membership are \$10. Membership in the National Education Association is prerequisite to membership in AASA.

Membership Services. Members receive the monthly news bulletin, "The School Asministrator;" a report on the annual convention including principal addresses; special pamphlets on current issues; and the AASA Year Book including an annual roster of members. The year books are studies in education and educational administration prepared by commissions of educational leaders and laymen. The 1956 Year Book, for example, deals with superintendent-school board relationships; the 1957 year book commission is studying the superintendent's role in the improvement of instruction.

National conventions are held annually and include exhibits of school building architecture and school books, supplies, equipment, and other teaching material. Regional conventions are held every third year.

Other Services. Educational Research Service: ERS is a special subscription service which includes advisory or information service, special reports prepared exclusively for subscribers, and selected publications of the AASA, the NEA, and related outside agencies. The annual subscription fee is \$35.

AMERICAN INSTITUTE OF PARK EXECUTIVES

Alfred R. LaGasse, executive secretary, 143 South Lincoln Avenue, Aurora, Illinois

Purposes. The objectives of the Institute are to gather and disseminate facts and information concerning public parks, gardens and other public recreation grounds, facilities and programs; to work for more abundant recreational facilities; and to carry on a program which meets the needs of its professional members. The American Institute of Park Executives provides secretariat services for its direct affiliate, the American Association of Zoological Parks and Aquariums.

Membership. The classifications of membership and dues are as follows: (1) Fellowship: membership is open to persons in executive and administrative positions in public park and recreation systems. Annual dues \$15. (2) Sustaining: open to public park commissions or boards. Dues \$35. (3) Contributing Sustaining: available to persons who qualify for Fellowship who care to contribute further financially to the Institute. Dues \$35. (4) Associate Sustaining: open to companies, organizations, or individuals who are interested in and contribute to the purpose of the Institute. Dues \$40. (5) Student: open to persons enrolled in universities or colleges as candidates for degrees in fields related to the park, recreation, and zoological professions. Dues \$5.

Membership Services. Members receive the Institute's monthly magazine, "Parks and Recreation;" the monthly "AIPE Newsletter;" the "Yearbook and Roster," an annual buyer's guide and membership directory; the semi-annual "Animal Exchange List;" and educational bulletins issued several times yearly. The Institute also provides members with the answers to particular inquiries through its advisory and information service. National and regional workshops are held in addition to the annual conference.

AMERICAN LIBRARY ASSOCIATION

David H. Clift, executive secretary, 50 East Huron Street, Chicago 11

Purposes. The AIA's aims are to promote library interest throughout the world and to serve as a clearing house for information and services to librarians on all levels of the profession. Its regular program includes information and advisory services, personnel administration in libraries, education for librarianship, annual and midwinter conferences, and publication of professional books, pamphlets, and periodicals.

Membership. Membership in the AIA is composed of over 20,000 librarians, libraries, trustees, and interested individuals. Personal Membership for employees of libraries is divided as follows: First group--covers non-salaried and unemployed librarians, library school students, foreign librarians, and Canadian librarians who are members of the Canadian Library Association. Dues--\$3. Second group--composed of librarians whose annual salary is \$2,999 or less. Dues--\$6. Third to ninth group--covers librarians whose salaries extend from \$3,000 to \$6,999. Dues vary from \$7 to \$18 in relation to salaries. Tenth group--covers librarians whose annual salary is \$7,000 and over. Dues--\$20. Personal Membership is also open to trustees and lay members. Dues--\$6.

Institutional Membership is made up of libraries and library schools, and the divisions, departments, or branches of these libraries and library schools. Libraries and library schools pay dues as follows: (1) institutions with total annual operating income of \$11,999 or under--\$6. (2) those with total annual operating income of \$12,000 and over--\$6.50 with an additional 50¢ for each \$1,000 of annual income or fraction thereof up to \$100,000 at which point the dues are \$50. Dues for library divisions, departments or branches are \$6.

Membership Services. All members receive the "AIA Bulletin" which is published monthly with one issue for July and August. For his membership dues each member is entitled to membership in one of the seven major divisions of the Association and receives with that membership the divisional publication. For an additional small fee he may join as many of the other divisions as he likes, thereby receiving the publications of those divisions also. The divisions are as follows: Library

Education, Hospital Libraries, Public Libraries, College and Reference Libraries, School Libraries, Libraries for Children and Young People, and Cataloging and Classification. All members receive a copy of the proceedings of the Association's annual conference and the membership directory. Members may also take advantage of the advisory and information service available at the AIA headquarters.

AMERICAN PUBLIC HEALTH ASSOCIATION

Dr. Reginald N. Atwater, executive secretary, 1790 Broadway, New York 19

Purposes. The Association is primarily interested in furthering all areas of public health through a professional society of public health workers. To carry out its goals the APHA focuses attention on the balance and administrative efficiency of public health programs; emphasizes sound personnel administration practices by creating testing methods for the selection of professional public health workers and establishing a desirable minimum of educational qualifications for public health personnel; carries out research in many areas of public health; works for the establishment of standards for healthful housing; publishes volumes for the direction of public health laboratories; acts as a liaison with governmental health agencies here and abroad; and carries on many other activities in the field of public health.

Membership. Membership is open to persons professionally engaged or interested in public health work and includes physicians, dentists, nurses, chemists, veterinarians, engineers, educators, and specialists from other professions and sciences which make up the public health profession. Annual dues for Members are \$10. Members for at least two years may be awarded Fellowship Membership upon application and election in recognition of established standing in the public health profession. Fellowship dues are \$15. Sustaining Membership (minimum of \$100) gives individuals and agencies the opportunity to contribute financially to the promotion of public health.

Membership Services. Members receive the monthly "American Journal of Public Health," the "News Letter," and section news letters. The Journal keeps the public health profession informed of developments in practice and techniques through articles by recognized authorities, editorials, book reviews, and an annotated health bibliography. News from the field, employment opportunities, and personal news items also are covered. The Association operates an information service which in many instances draws upon the knowledge and experience of experts in the membership and a vocational counselling and placement service which acts as a clearing house between employers and candidates in the field.

In addition to the annual APHA conference there are about 40 state and regional conferences each year. These regional conferences are operated by the affiliated societies and branches.

The Association has created some 150 technical committees on which more than 1,400 members serve. Because of the wide range of interest covered by the public health field, 14 sections have been established by the Association which members may join. Included in these sections are: Health Officers, Laboratory, Statistics, Engineering and Sanitation, Occupational Health, Food and Nutrition, Maternal and Child Health, Public Health Education, Public Health Nursing, Epidemiology, School Health, Mental Health, Dental Health, and Medical Care.

Other Services. (1) Professional Examination Service: assists state and local health departments, civil service agencies, and professional organizations in

preparation of examinations to be used in the selection and evaluation of professional health workers and through a field consultation program provides guidance in public personnel administration.

(2) **Field Service:** surveys and appraisals of state and community health work, information regarding the most satisfactory administrative practices, and detailed study of local health problems, including regular consultation and advisory service, are available. Fees are worked out on the basis of the service to be rendered.

AMERICAN PUBLIC POWER ASSOCIATION

Alex Radin, general manager, 1757 K Street, N. W., Washington 6, D.C.

Purposes. The purposes of the Association are to promote the efficiency of publicly owned electric systems; to achieve greater cooperation between public plants; to protect the interests of publicly owned utilities; and to render services in management and operation, engineering, design, construction, research, accounting and commercial practice, and legal policy.

Membership. The American Public Power Association represents more than 800 local publicly owned electric utilities in 40 states, Puerto Rico, and Alaska. Its membership includes all types of local publicly owned systems--municipal electric plants, public utilities districts, county and state-wide systems, and rural electric cooperatives. Membership fees are computed on a basis of one-fortieth of 1 per cent of the gross annual electric revenues of the member system. An optional plan is available whereby the member pays only 50 per cent of this amount in the first year, 60 per cent the second year, and increases the amount by 10 per cent each year until the full amount is reached in the sixth year of membership.

On revenues derived from sales to neighboring utilities, dues are reduced and computed on a basis of one-sixtieth of 1 per cent of such revenues. Minimum annual fee is \$25; maximum fee is \$5,000. Each agency member is entitled to appoint one of its officers or employees as its representative member, and he becomes a Voting Member of the Association. The agency may also designate other officers and employees or citizens of the community as Associate Members, not exceeding 10 in number, who pay dues of \$10 per year but have no voting privileges.

Membership Services. Members receive the Association's monthly journal, "Public Power," a weekly "News Letter," and occasional technical papers and special publications. Special staff services for member systems include an advertising mat service, available at a cost of \$50 per quarter or \$175 per year; an annual generating cost survey which covers generation plant construction costs, production expenses, and purchased power costs--the 1954 cost survey gave figures for 289 local publicly owned electric utility systems; and a wage and benefit survey which was compiled recently from data submitted by 92 local publicly owned systems. Advisory and information service also is available to members upon request to staff headquarters.

Other Services. **Atomic Energy Service:** This is a new service begun late in 1955 which is available to APPA members who contribute 20 per cent of their present dues or a minimum of \$25 per year. The service provides information to subscribers on the latest developments in atomic energy, both from the standpoint of technological advances and policy changes; assists members in the formation of study teams or in securing access agreements with the Atomic Energy Commission and coordinating certain of the activities of these study teams; and works with members on problems

arising in connection with the marketing of surplus power by the AEC. Information is transmitted to subscribers through a special "Atomic Energy News Letter" and through special publications and releases.

AMERICAN PUBLIC WELFARE ASSOCIATION

Loula F. Dunn, director, 1313 East 60 Street, Chicago 37

Purposes. This Association is a national clearing house for the gathering and dissemination of information pertaining to public welfare. Along with consultation service and research work, it acts as a medium of intercommunication for public welfare officers and agencies; promotes, in cooperation with other agencies, training for public welfare administration; and encourages and maintains cooperative relationships with all public and private agencies whose work relates directly or indirectly to public welfare.

Membership. Membership eligibility includes all agencies and individuals interested in or working for the public welfare field. The regular individual membership fee is \$10. The regular membership fee for public welfare agencies is one-fifteenth of 1 per cent of the agency's administrative budget with a minimum fee of \$30. The fee for other agencies is a minimum of \$35.

Membership Services. Individual Membership includes a subscription to the quarterly journal, "Public Welfare;" the "Letter to Members;" six regional conference bulletins; and reduced registration fees at regional and national conferences. Agency Members receive multiple copies of Public Welfare and the Letter to Members, the number depending upon the membership fee applicable; one copy each of all other material published or distributed by the Association; and reduced registration fees for three individuals at the regional and national conferences.

Both Individual and Agency Members can use an inquiry service which includes the use of materials from the Association's loan library. Special consultation service is available; charges are made on the basis of actual expenses plus a per diem rate. Consultation is provided on both a formal field trip basis and through informal discussions at committee meetings, regional conferences, and other meetings. The Association's staff also conduct institutes and workshops and deliver speeches at various meetings and conferences.

The Association has two other means of rendering service to its membership and carrying out its basic objectives. One of these is the Association's five standing committees which serve as a forum for the exchange of ideas and experiences as well as a device for developing statements of policy for the use of agencies and individuals at all levels of government. The committees are as follows: Aging, Medical Care, Services to Children, Social Work Education and Personnel, and Welfare Policy. There are also a number of special committees.

The Association is organized as to level of operation and as such maintains the following councils: the National Council of State Public Assistance and Welfare Administrators, the National Council of Local Public Welfare Administrators, the National Council of Field Representatives, and the National Council of Public Welfare Board Members. These councils provide opportunity for discussion of common interests and problems.

The Association conducts six regional conferences each year and a national biennial round table conference in odd-numbered years. The regional conferences are

rotated among states in each region for maximum coverage. The Biennial Round Table Conference alternates between Washington, D. C., and Chicago.

AMERICAN PUBLIC WORKS ASSOCIATION

Donald F. Herrick, executive director, 1313 East 60 Street, Chicago 37

Purposes. The purposes of the Association are: the advancement of the theory and practice of the design, construction, maintenance, administration, and operation of public works facilities and services; the dissemination of information and experience upon, and the promotion of improved practices in public works administration; encouragement of the adherence of public works officials to a high professional standard; and the professional improvement of its members.

Membership. Membership in the Association is open to public officials, consultants, and others professionally engaged in city, county, state, and federal public works and engineering and to persons having special knowledge, experience or interest in any phase of public works activity. The present membership consists chiefly of the administrative and technical personnel engaged in the planning, construction, operation, and maintenance of public works facilities and management of public works services. The annual fee for an Individual Active Member is \$10. Public Agency Membership is available to any local, state, provincial or other public agency concerned with public works. The annual service fee is based upon population as indicated below, and each agency is entitled to designate one "official" representative for each multiple of \$10 within the amount of its service fee.

<u>Population Class</u>	<u>Annual Service Fee</u>	<u>Official Representatives To Be Designated</u>
Under 10,000	\$20	2
10,000 to 25,000	30	3
25,000 to 50,000	50	5
50,000 to 100,000	100	10
100,000 to 300,000	150	15
300,000 to 500,000	200	20
500,000 to 1,000,000	250	25
More than 1,000,000	300	30

Counties are charged on the basis of population of the largest city within their boundaries.

Membership Services. Each individual member receives a monthly "News Letter" and annual "Year Book." The Year Book contains a directory of members and the proceedings of the Annual Public Works Congress and Equipment Show. Members also receive special reports which are published by the Association. Some reports are distributed without charge; others are sold. Members, however, are allowed a discount of 40 per cent off the list price of any special report which is not distributed free. The Association also provides an information service to members; conducts research programs; maintains standing committees which investigate developments in the several branches of public works; and sponsors and cooperates in training programs for members of the profession.

The Association has 25 chapters organized on a metropolitan, state, or regional basis. The Association sponsors an annual national congress on public works and municipal engineering. Most state and local conferences are sponsored by the individual

chapters, but occasionally the Association sponsors or co-sponsors meetings such as the Western Public Works Conference (held in April, 1956) which covered an 11-state area.

AMERICAN SOCIETY OF PLANNING OFFICIALS

Dennis O'Harrow, executive director, 1313 East 60 Street, Chicago 37

Purposes. The Society works to improve standards and techniques in planning and to promote efficiency in the making and administration of national, state, regional, and local plans for land use and community development.

Membership. Membership is open to planning agencies, commissioners, and staff members; to public administrators in related fields; to students; and to all others interested in the field of planning. Annual fees are as follows: Membership (U.S.A.), \$15; Membership (outside U.S.A.), \$10; Student Membership, \$5.

Membership Services. Publications received by members include the monthly "Newsletter," the "Proceedings of the Annual Planning Conference," and special reports. Members also receive a discount on many of the publications prepared by the Society. Zoning ordinances are also available to members at a discount. ASPO has issued nearly 300 such publications since its inception in 1934. Some of these publications are out of print but are available to members on a loan basis. The Society also assists planning agencies in locating qualified staff, helps planners seeking positions, and publishes lists of planning positions available.

Other Services. (1) Planning Advisory Service: a special subscription service which includes a series of monthly technical reports dealing with current planning problems, use of the Society's research facilities to obtain advice and information on individual city planning problems, the monthly Newsletter, the Proceedings of the Annual Conference, and special publications issued from time to time. The subscription fee varies according to population. Annual rates are as follows:

<u>Population Group</u>	<u>Annual Subscription Fee</u>	<u>No. Publications Included</u>	
		<u>Newsletter</u>	<u>Conference Proceedings</u>
Under 25,000	\$50	2	1
25,000 to 75,000	75	3	2
75,000 to 150,000	100	4	2
150,000 to 250,000	150	6	3
250,000 to 350,000	250	10	5
350,000 to 600,000	350	14	7
600,000 and over	400	16	8

Special rates govern subscriptions for planning consultants and planning schools.

(2) Zoning Digest: a monthly publication which contains a summary of interpretation of all the zoning decisions handed down by every state court of last resort in the country; also contains special articles discussing some phase of zoning. Annual subscription is \$150. To subscribers of Planning Advisory Service the special rate is \$100 per year.

(3) Field Service: includes consultation on planning programs, off-the-record sessions with public officials, and public addresses to stimulate organizations of planning bodies.

AMERICAN WATER WORKS ASSOCIATION

Harry E. Jordan, secretary, 2 Park Avenue, New York 16

Purposes. The objectives of the Association are to advance the knowledge of the design, construction, operation, and management of water works; consider and deal with the problems involved in the production and distribution of safe and adequate water supplies; promote satisfactory relationships with the consuming public; and give proper consideration to and express opinions upon practices which will enable the industry to render the best possible service to the public.

Membership. The Association's five types of membership are as follows: (1) Active: comprises approximately 85 per cent of AWWA's present roster and is made up of superintendents of municipal and private water works, engineers, chemists, bacteriologists, and other qualified persons interested in the advancement of knowledge relating to water supply. Dues--\$10. (2) Corporate: is an agency or group type membership, the benefits of which are vested in a group and the rights of which are exercised by a duly appointed representative. Included are water departments or companies, boards of commissioners, utility districts, and other groups concerned with water treatment, distribution, and use. Dues--\$15. (3) Municipal Service Subscriber: specifically created for municipal departments, boards, and commissions where state or local policy opposes payment of dues in technical associations. Fees--\$15. (4) Junior: student and utility employees under the age of 23. Dues--\$5. (5) Associate: manufacturers and distributors of water works equipment, material, or service. Provides special privileges with regard to exhibits at meetings and advertising and publicity in AWWA publications. Dues--\$50.

Membership Services. Members receive the monthly "Journal," a comprehensive source of water works information providing 200 pages per month of technical discussion, committee reports, specifications, abstracts, and news; "Willing Water," a bi-monthly bulletin of ideas and reports, mostly on public relations but also covering such subjects as safety, defense, and other special problems; and the "Directory," a data book on the publications, products, and services available to the field, as well as a record of association members and their activities. The Association has established 30 local sections, and each member or affiliate of AWWA is automatically a member of the section in whose territory he resides.

For those members who are particularly interested in certain branches of the water supply industry the Association has established four national divisions. These four functional divisions are Management, Resources, Purification, and Distribution. The AWWA headquarters provides an advisory service for both agency and individual members. The service answers any questions having to do with water works practice as long as it does not encroach upon the services offered by consulting engineers. The Association is not staffed for field consultation work and members who need such service are referred to the Association's list of consultants.

In addition to an annual conference, AWWA sponsors a number of regional and district meetings through their 30 regional sections or chapters. Each section holds at least one and some two or three meetings per year. Some sections hold district meetings throughout their section area and almost all sections sponsor short school training courses in cooperation with educational institutions in the area.

Committee work is a vital part of the activities of the AWWA. The Association now has almost 100 of its own committees and representation on 40 interassociation groups. Typical committee studies include preparation of a safety manual for the

water works field, working towards standards for more adequate compensation for water works employees, and developing new and better specifications for all kinds of water works equipment and materials.

BUILDING OFFICIALS CONFERENCE OF AMERICA

Paul E. Baseler, executive secretary, 110 East 42 Street, New York 17

Purposes. BOCA is a national organization of building officials dedicated to the protection of the public. It sponsors building codes designed to permit use of materials on their own merit. It promotes discussion and studies of the principles and practices of building code administration through the interchange of ideas among building officials and by research in this field by the Conference staff.

Membership. Individual Membership is available to officials, bureaus, or departments engaged in the administration of building laws, ordinances, or codes. Individual Membership dues are \$20 for active members and \$10 for associate members. Agency Membership is composed of trade associations, firms, and professional societies affiliated with the construction industry. Annual Agency dues run from \$50 to \$250. All dues and fees are subject to change.

Membership Services. Publications received by members include the "BOCA Year Book," a record of the papers and discussions presented at the annual conference, and the "BOCA News," a monthly publication containing technical and organizational information on building codes and construction technology. The headquarters office collects and maintains information useful to persons in the building fields, and it is available to all members on request. Members also receive "Material Approval Cards" which are reports of review of performance of materials, methods of constructions, or devices and recommendations for their acceptance and limitations of their use. The organization also sends members occasional reports or bulletins.

The "BOCA Building Codes" are published as performance building codes, based on accepted standards, and containing minimum requirements to produce adequate safety. There are two codes: the abridged building code for jurisdictions of 25,000 population or less and the basic building code for larger jurisdictions. "Code Changes" and "Code Interpretations" are available to supplement the codes with changes and official opinions on sections of the BOCA Building Codes.

Other Services. (1) Consultation and Advisory Service: consultation with local agencies to survey conditions, assist in defining fundamental code problems, and determine a workable program for solving them. Charges are based on actual time in the local community but cover also without additional cost the necessary office work subsequent to the survey. Consultation fees include travel expenses plus \$100 for the first day and \$75 for each additional day.

(2) Plan Examination Service: local officials may submit plans and applications for specific projects for examination of their compliance with applicable requirements of the BOCA Building Codes. Fees for plan examination are as follows:

<u>Cubic Content of Building</u>	<u>Fees</u>
First 7,500 cubic feet	\$25
7,501 to 15,000 cubic feet	\$1 for each 1,500 cubic feet in excess of 7,500
15,001 to 25,000 cubic feet	\$1 for each 2,500 cubic feet in excess of 15,000

25,001 to 50,000 cubic feet	\$1 for each 5,000 cubic feet in excess of 25,000
50,001 to 125,000 cubic feet	75 cents for each 7,500 cubic feet in excess of 50,000
125,001 to 275,000 cubic feet	75 cents for each 10,000 cubic feet in excess of 125,000
Over 275,000 cubic feet	50 cents for each 10,000 cubic feet in excess of 275,000
Minimum fee for examination or checking of any individual unit or feature	\$20 plus actual cost of any engineering fee incurred.

CIVIL SERVICE ASSEMBLY

(Name to be changed to Public Personnel Association as of January 1, 1957)

Kenneth O. Warner, director, 1313 East 60 Street, Chicago 37

Purposes. The purposes of the Assembly are to foster interest in sound public personnel administration; give personnel people in all areas of public service a channel of communication and contact; advance the use of modern scientific personnel methods; serve as a clearing house for the interchange of personnel information; stimulate and coordinate personnel research; and conduct research and prepare reports on specific personnel problems.

Membership. Membership eligibility includes public personnel officials or employees of a civil service commission, public personnel office or board, or any other public agency with authority to administer a formal system of public employment. Other persons or organizations interested in improved personnel administration in accordance with the principles of the merit system in public employment are eligible for Affiliate Membership. Annual dues for both classes of membership are \$10.

Membership Services. Members receive the quarterly journal, "Public Personnel Review," a monthly newsletter, "Personnel News," and "The Personnel Man," a monthly publication for and about people interested in personnel work in the public service. The association provides placement service through the maintenance of a cooperative personnel exchange while the Personnel Man often carries word of job opportunities in public personnel work. Members also get publications at reduced prices and a special rate on conference registration fees.

CSA has 16 local chapters. Along with the annual national conference, regional conferences are held in four areas: eastern, southern, central, and western.

Other Services. Available to public personnel agencies is a special subscription service called Public Personnel Service. The annual service fee, based on the number of employees covered by the agency's personnel program, is as follows:

Less than 200 employees - \$75	4,000 to 6,000 employees - \$300
200 to 500 employees - \$125	6,000 to 8,000 employees - \$350
500 to 2,000 employees - \$200	8,000 to 10,000 employees - \$400
2,000 to 4,000 employees - \$250	10,000 employees and over - \$450

Public Personnel Service combines several different services in a single "package." The contents of the package include: (1) Test Service--thousands of occupational tests are at the agency's disposal to help in the recruiting process;

(2) Information Service--provides answers to special personnel problems; (3) Personnel Periodicals--the monthly News Letter, the quarterly Public Personnel Review, and an intermittent personnel letter; (4) Technical Publications--subscribers receive discounts on other CSA publications; (5) Several ready-to-use tests--a series of ready-made tests for selected public service jobs are available to PPS subscribers at reduced rates.

INSTITUTE OF TRAFFIC ENGINEERS

David M. Baldwin, executive secretary, 2029 K Street, N. W., Washington 6, D. C.

Purposes. The work of the Institute is concerned with the planning and design of streets, highways, and abutting lands as related to the safe, convenient, and economical transportation of persons and goods. The Institute was organized to provide a central agency for correlating and distributing the factual data and techniques developed by members of the profession, promoting the standards of traffic engineering, and encouraging the establishment of traffic engineering departments in city and state governments with the responsibilities of creating safer and more efficient highway transportation.

Membership. Except for a few honorary members and affiliates the membership of the Institute is composed of persons professionally engaged in the practice of traffic engineering. The minimum requirements for admission to and transfer in the organization are as follows: (1) Junior Member: age 21-35, active practice in engineering, five years, practice in traffic engineering, one year; (2) Associate Member: age 25 and over, active practice of engineering, eight years, practice of traffic engineering, three years, responsible charge of traffic engineering, one year; (3) Member: age 30 and over, active practice of engineering, 10 years, practice of traffic engineering, five years, responsible charge of traffic engineering, two years.

Affiliate Membership is open by invitation of the Board of the Institute only to persons who by scientific achievement or practical experience have attained a position in their special field qualifying them to cooperate with traffic engineers in the advancement of engineering knowledge and practice.

Honorary Membership is conferred on persons who have performed notable and outstanding service in the interest of the profession. Any firm, association, or organization which desires to aid the Institute and help further its objectives may become a Sustaining organization upon invitation of the Board and payment of a minimum of \$100 per year. The entrance fee for members is as follows: Junior Members, \$5; Associate Members, \$10; and Affiliates and Members, \$15 per year. Annual dues are: Junior Members, \$10; Associate Members, \$15; and Affiliates and Members, \$17.50.

Membership Services. Members receive the monthly magazine, "Traffic Engineering," with technical articles and traffic news of general interest. The national headquarters operates an information service which answers questions in the field of traffic engineering. The Institute provides personnel service by maintaining a confidential file of all members seeking a change in position and a current listing of position vacancies. Although the Institute does not provide field consultation service, a listing of all consultant traffic engineers is maintained in the Institute headquarters and is available upon request.

The Institute has 11 regional and local sections in which all members living in the area served by the section are eligible for membership. Most of the sections publish monthly bulletins or newsletters which are distributed to all of the

membership, and all sections hold regular meetings. Local sections assist in traffic engineering conferences held in their respective areas and provide sponsorship of traffic engineering sessions at annual meetings of other national organizations.

INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE

Leroy Wike, executive secretary, 618 Mills Building, Washington 6, D. C.

Purposes. The objectives of the IACP are to advance the science and art of police administration and crime prevention, to develop and disseminate improved administrative and technical practices and promote their use in police work, to foster police cooperation and the exchange of information and experience among police administrators throughout the world, to bring about enlistment and training in the police profession of qualified persons, and to encourage adherence of all police officers to high professional standards of conduct.

To achieve these objectives, the Association conducts an annual conference, the proceedings and papers of which are presented in a yearbook; publishes a monthly periodical through which police executives are kept informed of the progress in police administration; publishes studies of particular problems, including findings and recommendations; and serves as a clearing house of information on all phases of law enforcement.

The IACP provides training in the United States for foreign police administrators and technicians by making arrangements with academic institutions and United States police agencies for the specific training, providing technical literature and supervising the program of study, under a contract with the federal government.

Membership. Membership is open to executive police officials in command of municipal, county, state, and federal law enforcement agencies in the United States and all foreign countries. The Association has individual membership only; the dues are \$15 per year.

Membership Services. Members receive the monthly journal, The Police Chief, occasional bulletins, free insertions in the magazine for employment either for positions wanted or positions open, and the Police Yearbook which covers the proceedings of the annual conference.

Other Services. The services of the IACP's Traffic Division are carried on by the Traffic Institute of Northwestern University in Evanston, Illinois. These services include field studies, training, research, and publications. The Traffic Division furnishes the services of expert staff consultants to police executives upon request to survey and modernize traffic administration; conducts training programs for police traffic executives and officers already in the service; carries on a continuous program of research and study for recommended traffic administration and enforcement techniques; and publishes text books, manuals, and a monthly magazine, the "Traffic Digest and Review," contributes to the traffic section of The Police Chief, and edits the Police Yearbook.

The State and Provincial Police Section is comprised of administrators and commanding officers of state and provincial police and highway patrol forces. It conducts regional meetings for the exchange of information and coordination of state law enforcement activities, holds an annual meeting in conjunction with the annual IACP conference, and maintains committees on standards for state law enforcement units.

INTERNATIONAL ASSOCIATION OF FIRE CHIEFS

B. Richter Townsend, secretary-manager, Hotel Martinique, Broadway at 32 Street
New York 1

Purposes. The purpose of the Association is to bring about the interchange of ideas among persons who are interested in the saving of life, protection of properties, and preventing and extinguishing of fires. To do this the Association holds an annual conference devoted to issues concerned with the safety of life and property and sponsors an exhibit of fire equipment and fire apparatus; distributes publications and reports to its members; acts as a clearing house for information about the fire service; and provides a consulting service on fire service training.

Membership. (1) Active Membership is open to chiefs of fire departments, chiefs or superintendents of insurance patrols, chiefs of private fire departments, and state and provincial fire marshals. (2) Associate Membership is available for fire commissioners, city officials, assistant chiefs and members of fire departments, and individuals representing firms and corporations interested in the protection of life and property against fire. Annual dues for both active and associate members are \$5. (3) Sustaining Membership is provided for individuals and firms desiring to support the activities of the Association by means of an annual fee of not less than \$250.

Membership Services. Members receive the monthly "News Letter," publications of the National Board of Fire Underwriters, the annual conference proceedings, and reprints of many articles of interest from various journals and publications. The organization also maintains a national clearing house for information relative to fire protection, fire prevention, and fire extinguishment, and provides a consulting service on preparation of fire training school courses and instruction manuals.

An annual national conference is held as well as divisional conferences; while the latter are not sponsored directly by the parent organization, they are an integral part of the IAFC program. The IAFC has eight divisional associations, and the dues for membership range from \$6 to \$9.

INTERNATIONAL CITY MANAGERS' ASSOCIATION

Clarence E. Ridley, executive director, 1313 East 60 Street, Chicago 37

Purposes. The purposes of the Association are to increase the proficiency of city managers and to aid in the improvement of municipal administration in general.

Membership. City, town, and county managers are eligible to two classes of corporate membership: Member with annual dues of \$21, and Associate Member with dues of \$15. A manager is eligible to become a Member if he has served as the administrative head of a municipality for at least three years and his professional conduct conforms to the code of ethics of the Association. Associate Membership is open to city managers without regard to length of service. In addition to basic annual dues, active city managers pay an additional amount equal to one-fourth of 1 per cent of that portion of their salary in excess of \$5,000.

Nonmanager or noncorporate classifications include: (1) Student--open to those between 20 and 30 years of age who are enrolled in schools of public administration or who are engaged in governmental service; (2) Assistant--open to those who have served in an administrative capacity in a council-manager city for at least two years;

and (3) Cooperating--open to any person who, through his profession, is able to co-operate with city managers in the advancement of professional knowledge and practice. Annual dues for nonmanager members are as follows: Assistant, \$12; Cooperating, \$15; and Junior, \$5.

Membership Services. Members receive the monthly journal, "Public Management," which is the only national journal devoted exclusively to methods of improving municipal management, and the "City Managers' News Letter" which carries news on city manager appointments, vacancies, new manager cities, and accomplishments and activities of individual managers. All members also receive the annual publication "Recent Council-Manager Developments and City-Manager Directory."

Manager members receive a resume of the annual conference proceedings, a roster of young men interested in entering the city manager profession, and a directory of administrative assistants to managers. These three publications are all published annually and are available to nonmanager members upon request.

Other Services. (1) Management Information Service: a consulting service by mail to cities and towns which provides prompt replies to specific inquiries on management problems. Cities also receive copies of special monthly reports dealing with municipal subjects of timely interest. Subscribers also receive one or more subscriptions to Public Management and one or more copies of the Municipal Year Book. Management Information Service is available at an annual subscription fee based on population. The number of copies of the Year Book and Public Management vary with the size of the city. The fees and the number of publications are:

Population Group	Annual Subscription Fee	ICMA Publications Included	
		Public Management Subscriptions	Copies of Municipal Year Book
Less than 5,000	\$ 35	1	1
5,000 to 10,000	50	2	1
10,000 to 25,000	75	4	2
25,000 to 50,000	100	6	4
50,000 to 100,000	150	8	6
100,000 to 250,000	250	10	8
250,000 to 500,000	400	12	10
Over 500,000	On Application		

(2) Institute for Training in Municipal Administration: eight on-the-job correspondence training courses are available to municipal administrative personnel covering the administration of personnel, finance, planning, police, public works, fire, and recreation, as well as a general over-all course on the technique of municipal administration designed especially for city managers. The individual enrollment fee is \$60 and includes one copy of the textbook for the course. Group training correspondence courses are open to four or more persons for the single enrollment fee of \$60. These courses are available only to those persons directly affiliated with local government.

MUNICIPAL FINANCE OFFICERS ASSOCIATION OF THE UNITED STATES AND CANADA

Joseph F. Clark, executive director, 1313 East 60 Street, Chicago 37

Purposes. The purposes of the Association are: to improve methods of public finance; to extend the movement for adequate procedures of accounting, budgeting,

and financial reporting by state, provincial, and local governments; to encourage the use of common terminology, classifications and principles for governmental accounting and financial reporting; to develop general principles of economy and efficiency in state, provincial and local government administration; and to bring about the enlistment and training of qualified public officials and employees.

Membership. The five classes of membership in MFOA are as follows: (1) Active Members--governmental units of the United States and Canada constitute the active membership. Each governmental unit is permitted to select as an official active member representative a public official or an employee having, but not limited to, such titles as controller, auditor, treasurer, secretary, clerk, director of finance, or other accounting, budgetary or fiscal position. The annual membership service fees for active members are based on population and are as follows:

<u>Population Group</u>	<u>Fee</u>
10,000 or less	\$15
10,001 to 50,000	30
50,001 to 100,000	50
100,001 to 200,000	60
200,001 to 500,000	100
500,001 to 750,000	175
750,001 to 1,000,000	250
Over 1,000,000	350

Governmental units paying \$50 or over are entitled to more than one representative. Those paying \$50 are entitled to two representatives, those paying \$60 are entitled to three, those paying \$100 are entitled to four, those paying \$175 may have five, and those paying \$250 or more are entitled to six representatives. The service fee for additional active representatives is \$10 each. (2) Active Nonvoting Members--this classification of membership is available to active member representatives when they leave public employment. The annual fee is \$10. (3) Associate Members--governmental units or persons not eligible for active membership but who are interested in the principles or practice of governmental accounting, auditing, budgeting, reporting and other phases of public finance. Associate membership is made up primarily of professional accountants, municipal bond men, actuaries, and staff members of governmental research bureaus. Fees for individual Associate Members are \$25 while governmental units pay according to population, the same as active members. (4) Contributing Members--any person interested in extending the progress of public finance administration and supporting the program of the Association is eligible for an annual fee of not less than \$100. (5) Honorary Members--persons who have made a distinct contribution in the field of public finance; total honorary memberships shall not exceed 10 at any one time and are conferred for life.

Membership Services. Publications received by MFOA members include the quarterly magazine, "Municipal Finance," a semimonthly "News Letter," special bulletins covering subjects of popular and technical interest in the field of public finance, and a membership directory. The Association provides a technical inquiry service to help members with particular finance problems or who desire certain specific technical information and sponsors an annual conference.

NATIONAL ASSOCIATION OF ASSESSING OFFICERS

Albert W. Noonan, executive director, 1313 East 60 Street, Chicago 37

Purposes. The purposes of NAAO are to serve as a clearing house for the exchange of assessment thought and practice; to elevate the standards of practice in the assessment profession; to elevate the qualification standards of assessment personnel; to make the general public conscious of the importance of assessment work; to obtain for the assessing officer the prestige and respect which the position deserves; to cooperate with other public or private agencies who are interested in the improvement of assessment administration; and to encourage uniform apportionment of the tax burden.

Membership. Membership is open to any governmental agency, public official, or other person interested in the assessment of property for tax purposes. The annual dues for agency membership are based on the following population breakdown:

9,999 or less	\$15	200,000 to 349,999	\$ 90
10,000 to 24,999	30	350,000 to 499,999	105
25,000 to 49,999	45	500,000 to 749,999	120
50,000 to 99,999	60	750,000 to 999,999	135
100,000 to 199,999	75	1,000,000 and over	150

For each \$15 in dues, each agency member may appoint one of its employees as a regular member of the Association. Regular Membership is open to all public officials regularly engaged in tax assessment administration in the United States and Canada. Annual dues for regular members are \$15. Associate Membership is open to all persons not eligible for regular membership but who are regularly employed by a federal, state, provincial, or local governmental agency or educational institution. Annual dues are \$5.

Membership Services. Members receive the monthly "Assessors' News Letter" which keeps them up to date on new legislation, new techniques and practices, latest court decisions, personnel changes, and new literature in the field. Members may write to the Association to obtain advice and information on individual city assessment problems. When the answer to a request requires considerable research, and the information is considered to be of sufficient general interest, a special bulletin often is prepared. Other publications of NAAO are available to members on a 50 per cent discount basis. Included in these publications are the committee reports, technical reports, and conference papers.

In order formally to recognize assessing ability, NAAO confers upon members who qualify, the designation of Certified Assessment Evaluator. Requirements for certification include: 30 years of age; NAAO membership for at least five years; five years of assessment experience; submit two assessment appraisals; and pass a special written examination.

Each year NAAO sponsors an International Conference on Assessment Administration. Whenever circumstances warrant, interstate regional conferences are sponsored by the national organization. Although state meetings are not sponsored by NAAO, every assistance is given state organizations which do arrange them. The NAAO also has assisted in the development and conduct of in-service training institutes, schools, and meetings through joint sponsorship, organizing the curriculum or program, providing instructors, and publicizing the meetings.

NATIONAL ASSOCIATION OF HOUSING AND REDEVELOPMENT OFFICIALS

John D. Lange, executive director, 815 - 17th Street, N. W., Washington 6, D.C.
and 1313 East 60 Street, Chicago 37

Purposes. NAHRO is a professional organization for persons engaged in community rebuilding--slum clearance, public housing, large-scale private or cooperative housing, and rehabilitation and conservation of existing neighborhoods through housing code enforcement and voluntary citizen action.

To accomplish its purposes the Association acts as a clearing house for the exchange of information; carries on research to find better ideas and techniques in administrative practices in finance, design, construction, management, and community relations; conducts local, regional, and national meetings to further the exchange of information; encourages high standards in personnel selection and in operating practices and aids in personnel training; publishes and distributes literature in the field; and keeps in close contact with federal government agencies and other policy making bodies on questions of national and local policy.

Membership. Membership is open to individuals on the following bases: (1) Active Individual Membership is available to members and employees of official administrative and official advisory agencies having to do with housing and urban redevelopment, public or private. Annual dues are \$12. (2) Active members earning less than \$3,600 a year are eligible for Junior Active Membership. Dues are \$6. (3) Commissioners of housing or redevelopment agencies that hold Agency Membership in the Association are eligible for a special Commissioner Membership. Dues are \$6. (4) All persons interested in housing and urban renewal but not actively working in the field may become Associate Members. Dues are \$12.

Eligible for Public Agency Membership is any agency with the power to supervise or engage in construction of housing; the assembly, clearance, or redevelopment of land; and the enforcement of housing standards or the conservation or rehabilitation of neighborhoods. Dues are computed according to the number of family dwelling units owned by the agency. However, minimum dues of \$10 are applicable to agencies owning less than 50 units; to land clearance, code enforcement, rehabilitation or conservation agencies; and to agencies prevented from using any official funds for membership. For all others dues are as follows:

No. of Units OwnedAnnual Dues Schedule

1,000 and under

20 cents per unit--not less than \$10

1,001 to 3,000

\$200 plus 15 cents per unit over 1,000 units

3,001 to 5,000

\$500 plus 8 cents per unit over 3,000 units

5,001 and over

\$660

Membership Services. Individual and agency members receive the "Journal of Housing," a national magazine published 11 times a year exclusively for housing and renewal officials. Available to members upon request are an inquiry service and a personnel exchange service. A national conference is held each fall and in the spring seven regional conferences are conducted. Members receive numerous special publications either free or at reduced prices. Included are the biennial "Housing and Redevelopment Directory," and the "Summary of the Housing and Redevelopment Year."

In addition to the above services, agency members receive "The Local Authority Letter," which reports current information of special interest to administrative agencies, and "Public Relation Tip Sheets," which cover such subjects as use of

newspapers, radio, television, and hints on how to make speeches. Agencies also receive numerous special publications, either published by NAHRO or secured by NAHRO for distribution.

Other Services. (1) Renewal Information Service: a service for persons and agencies whose job is exclusively in the field of slum clearance or redevelopment by private enterprise or in the enforcement of housing and neighborhood standards as a means of rehabilitating and conserving existing property. The service is available to both public and private redevelopment and renewal agencies. Subscribers receive: a semimonthly "Newsletter" (each subscriber may receive up to seven copies); special bulletins and publications; numerous reprints of current magazine and newspaper articles; copies of operating forms and procedures; copies of surveys and reports that have proved effective for local agencies; and advice and information through a special inquiry service. Fees for public agencies are as follows:

<u>Population Group</u>	<u>Rate</u>	<u>Copies of Special Publications</u>
Over 1 million	\$ 250	7
750,000 to 1 million	225	6
500,000 to 750,000	200	5
250,000 to 500,000	175	4
100,000 to 250,000	150	3
50,000 to 100,000	125	2
Under 50,000	100	1

Private agencies or consultants pay a flat rate of \$100.

(2) Technical and Maintenance Information Service. This service is concerned with the technical problems of the design and construction of housing and with property maintenance. Its primary purpose is to provide specialized publication services and reliable answers to inquiries in this technical field. Included in the service, which is open to any housing authority, is a quarterly "Technical and Maintenance Newsletter," special publications and reprints, and a special technical inquiry service. The fees are as follows:

<u>Number of Housing Units of Agency</u>	<u>Subscription Rate</u>	<u>Copies of Special Publications</u>
0 to 250	\$5	1
251 to 1,000	10	2
1001 to 3,000	15	3
3,000 and up	20	4

NATIONAL INSTITUTE OF GOVERNMENTAL PURCHASING

Albert H. Hall, executive vice president, 1001 Connecticut Avenue, N.W.,
Washington 6, D.C.

Purposes. The National Institute of Governmental Purchasing was organized to study, discuss, and recommend improvements in governmental purchasing; to interchange ideas and experiences and obtain expert advice on local, state and national governmental purchasing problems; to collect and distribute information on the organization and administration of governmental buying; to develop and promote simplified standards and specifications for governmental buying; to promote uniform purchasing laws and

procedures; to work for or against proposals affecting the welfare of governmental buying agencies; and to give to taxpayers information on governmental buying problems in order to foster interest in public affairs and cooperation between governmental buyers and those they serve.

Membership. The public purchasing agency is the basis of membership in NIGP, and as such no regular memberships on an individual basis are offered. The membership includes purchasing agencies of states, counties, cities, boards of education, and special authorities and districts, with city purchasing agencies making up a predominant part of the membership. The annual service charges of the member purchasing agencies are based upon the average annual purchasing volume of the agency over a period of the last five years. They are as follows:

<u>Annual Purchasing Volume</u>	<u>Annual Service Charge</u>
Over \$5,000,000	\$750
\$3,000,000 to \$5,000,000	500
\$1,000,000 to \$3,000,000	400
\$500,000 to \$1,000,000	250
\$250,000 to \$500,000	150
\$100,000 to \$250,000	100
Up to \$100,000	75

Membership Services. Services to members include a newsletter, an inquiry or advisory service, occasional special reports, and a personnel placement service. Other services that are available are training and field consultation.

NIGP has eight state chapters with membership open to all public purchasing executives within a state, but the Institute requires that the officers of the chapters be heads of member public purchasing agencies in NIGP.

The NIGP holds an annual conference as well as periodical regional, state or other types of conferences. The regional meetings are in the main concerned with special purchasing problems or membership promotional efforts. In conjunction with the annual conference a products exhibit is held which permits purchasing agents to view products and meet representatives of companies which produce materials of broad interest to the membership.

NATIONAL INSTITUTE OF MUNICIPAL CLERKS

Arthur J. Shinnors, president, Town Hall, Brookline, Massachusetts

Secretariat provided by the American Municipal Association, 1313 East 60 Street,
Chicago 37

Purposes. The National Institute of Municipal Clerks is an organization composed of town and city clerks, city recorders, city secretaries, and clerks to local government legislative bodies whose objective is the general improvement of local government. Its activities are carried on through the cooperation of its members in the practical study of municipal problems within their jurisdiction. Its activities include an annual meeting, an information and inquiry service provided by the Institute's secretariat, and various publications including a newsletter, special reports, and a summary of the annual conference proceedings.

Membership. (1) Active Membership is open to persons who are officially and principally engaged in the functions and duties ordinarily performed by the city clerk. Annual dues of active members, based upon the population of the municipality in which the particular member serves, are as follows:

<u>Population of Municipality</u>	<u>Annual Dues</u>
Less than 20,000	\$ 10
20,000 to 50,000	15
50,000 to 100,000	25
100,000 to 200,000	40
200,000 to 300,000	50
Over 300,000	100

(2) Associate Membership is available to former active members and other persons interested in municipal government. Annual dues are \$20. (3) Honorary Membership is conferred on persons who have made a distinct contribution to the advancement of municipal government. Such membership is for life and no annual dues are required. (4) Contributing Membership is available to any person or group desiring to assist in the accomplishment of the objectives of the organization. Minimum dues are \$100.

Membership Services. Members receive the monthly "Newsletter" and occasional special reports. These publications as well as an inquiry and information service are handled by the staff of the American Municipal Association since the Institute has no full-time secretariat of its own. An annual conference permits members to discuss current municipal problems and the proceedings of the conference are distributed to the membership.

NATIONAL INSTITUTE OF MUNICIPAL LAW OFFICERS

Charles S. Rhyne, general counsel, 726 Jackson Place, N. W., Washington 6, D.C.

Purposes. The Institute was organized to serve as a national clearing house in the municipal law field. As such it publishes a monthly municipal law journal, a review of law court decisions, digests of recent municipal ordinances, and a model ordinance service. NIMLO acts as a representative of municipalities on matters of local concern in Washington, D. C. It prepares and distributes reports and bulletins in the field of municipal law and assists city attorneys of member municipalities with its inquiry service, annual conferences, and special services.

Membership. Membership is available primarily for municipalities and counties, and over 900 such units of government are members. However, membership is open to individuals who may participate as Associate Members. Yearly membership cost for municipalities is based on population.

Membership Services. Services and publications received by members: (1) Individual information and inquiry service; (2) "Municipal Law Journal" (monthly) covering federal legislation and rulings, briefs and opinions of municipal attorneys, unreported court decisions, and news items; (3) "Municipal Law Court Decisions" (monthly) with short digests of every reported court decision involving municipal law; (4) "Municipal Ordinance Review" (monthly) listing ordinances adopted by municipalities, ordinances proposed, resolutions, and news items on city council actions; (5) Periodic research reports on current municipal legal problems, many containing annotated model ordinances; (6) Model Statutes relating to municipalities, annotated

with reviews of the experience and court decisions upon which it is based; and (7) "NIMLO Municipal Law Review," a yearly volume compiling legal experience of municipalities in solving current problems.

Other Services. The "Model Ordinance Service," a collection of looseleaf up-to-date ordinances on current municipal problems, is available at an annual fee of \$42.50.

NATIONAL RECREATION ASSOCIATION, INC.

Joseph Prendergast, executive director, 8 West 8th Street, New York 11

Purposes. The primary objective of the NRA is to provide nation-wide opportunities for personal participation in recreation activities of all kinds including music, drama, arts and crafts, games and sports, athletics, outdoor activities, hobbies, and social recreation. To reach these objectives the Association places a good deal of emphasis on the help it can give to civic and service groups, professional and volunteer recreation personnel and the agencies through which they work. This help includes a guidance, counselling, and placement service, consultation and information service, field surveys, training courses, and general research made available through its special reports and publications.

Membership. Membership is open to nonprofit private and public organizations whose function is wholly or primarily the provision or promotion of recreation services; Individual Membership is open to employees or volunteer members of these organizations. The fee for Affiliate or Institutional Membership is \$10 per year. Active Associate Membership, for individuals, is \$5 per year.

Membership Services. Members receive the Association's journal, "Recreation Magazine," which is published 10 times a year, and the Active Associate or Affiliate monthly "Membership Letter." Membership also brings the annual directory of members published in January and special reports and publications published from time to time on new problems and developments.

As a special service, the Association maintains a Recreation Book Center of more than 730 titles from 87 publishers. An annotated catalogue of these titles covering a wide range of subjects of direct interest to recreation administrators and leaders is available from the Association.

The Association operates a Recreation Personnel Service whose functions include guidance and counselling services, assistance in locating positions, and improvement of working conditions, fair salaries, and modern personnel practices.

Other Services. A Correspondence and Consultation Service is available for members desiring information on particular recreation problems. Technical field services such as community recreation surveys and areas and facilities planning are available to members at cost. Recently the Association has made available a special service to affiliate members in the form of a nationwide plan for accident insurance for participants in baseball, softball, and basketball.

Another function of the NRA is its leadership training courses. These courses are given by training specialists of the Association and are jointly sponsored by the Association and one or more local agencies or groups interested in recreation. The courses are used to train new local staff workers, to bring new techniques and

activities to long-time staff members, and to help volunteers obtain better results and greater satisfaction in recreation service.

Other Service Organizations

On the following pages brief descriptions of the programs and services of five other organizations are shown because their work affects the activities of so many city governments. The American Municipal Association is the national federation of state leagues of municipalities, which have a combined membership of more than 12,000 cities in the United States. AMA also provides direct membership for eligible larger cities. The American Society for Public Administration is interested in the entire broad field of public administration; its diversified membership includes employees of all levels of government, many research and teaching employees in colleges and universities, and persons in management positions in private business. The National Municipal League is the citizens' organization for the improvement of state and local government. Public Administration Clearing House works to secure closer cooperation among public and private groups interested in all levels of public administration. Public Administration Service is a nonprofit organization established to provide all types of management surveys and installations for governmental jurisdictions.

AMERICAN MUNICIPAL ASSOCIATION

Patrick Healy, Jr., executive director, 1625 H Street, N. W. Washington 6, D. C.
and 1313 East 60 Street, Chicago 37

Purposes. The American Municipal Association, created in 1924, officially represents over 12,000 municipalities in the United States through state municipal leagues operating in 44 states and Alaska and through direct memberships of eligible larger cities in each state. Its purposes are to provide research and clearing house services for state leagues and individual cities and national representation for cities in federal matters affecting cities including legislation, administrative rulings and orders, fact finding, and interpretation of laws and administrative rules and regulations.

Membership. The Association is the national federation of 47 leagues of municipalities operating in 44 states and Alaska (Pennsylvania has three league organizations, and the following states are without leagues: Delaware, Massachusetts, Rhode Island, and Vermont). Membership dues are established by each league for its municipal members. For a complete list of the 47 state municipal leagues, headquarters address, name of executive secretary or director, and number of member cities, see the section on state municipal leagues in each edition of the Municipal Year Book. For the 1956 Year Book this information is shown on pages 120-121.

Direct municipal membership in AMA is open to any city over 50,000 population, the 10 largest cities in each state, and state capitals, provided such cities are members of their state leagues of municipalities. Membership dues are based on population according to the following schedule:

<u>Population</u>	<u>Annual Dues</u>	<u>Population</u>	<u>Annual Dues</u>
Cities over 5,000,000	\$4,000	500,000 - 1,000,000	\$1,500
3,000,000 - 5,000,000	3,000	250,000 - 500,000	1,000
1,000,000 - 3,000,000	2,000	150,000 - 250,000	750

100,000 - 150,000	\$ 500	40,001 - 50,000	\$150
90,001 - 100,000	350	30,001 - 40,000	125
80,001 - 90,000	300	20,001 - 30,000	100
70,001 - 80,000	250	10,001 - 20,000	75
60,001 - 70,000	200	Under 10,000	50
50,001 - 60,000	175		

Membership Services. In Washington, the Association represents municipalities before Congress and the federal administration and informs the leagues and member cities on federal legislation affecting municipal government. The Washington staff also keeps members posted on municipally related activities of federal agencies.

The Chicago office maintains a municipal information service, providing answers to inquiries on all phases of local government. Regular research projects are conducted by the Chicago office, and special reports are prepared with the aid of consultants.

AMA's public relations section works nationally with the press, radio, and television and manages publications. Its monthly publications are "American Municipal News," "Washington Municipal News," and newsletters for the leagues and for municipal officials. The Association's annual conference, the American Municipal Congress, provides a national forum for discussion of municipal problems by mayors and other municipal officials. A statement of "National Municipal Policy" is adopted and currently revised, constituting an expression of the municipal viewpoint on federal and intergovernmental matters of concern to cities.

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION

Robert J. M. Matteson, executive director, 1313 East 60 Street, Chicago 37

The purposes of this Society, organized in 1939, are to facilitate the exchange of knowledge and the results of experience among persons interested or engaged in the field of public administration; to encourage the collection, compilation, and dissemination of information on matters relating to public administration; and to advance generally the science, processes, and art of public administration. The Society encourages the formation of local chapters for the interchange of experience and information and has approximately 50 such local organizations throughout the United States. The Society holds an annual conference.

Membership is on an individual basis only and is made up of public officials, research workers, educators, and students interested in public administration. Dues for Members are \$8; Junior and Student Members, \$4; Sustaining Members, \$15 or more; library subscriptions, \$8. Members receive the Society's quarterly journal, "Public Administration Review," which carries articles on the development of theory and practice in public administration and essay-reviews of books and documents and the ASPA "News Letter" (10 issues per year) with news from the chapters and other items of current interest.

NATIONAL MUNICIPAL LEAGUE

Alfred Willoughby, executive director, 47 East 68 Street, New York 21

The National Municipal League was organized in 1894 to aid individuals, corporations, and civic organizations interested in the improvement of state and local

governments and the techniques of citizen action. Its activities include the following: (1) through committees it prepares model laws and recommends principles of public administration and citizen participation; (2) furnishes speakers and consultants at the request of official committees or organized groups of citizens; (3) advises and campaigns for the formulation and adoption of city and county charters; (4) advises committees and individuals on proposed charters and assists in charter drafting; (5) answers inquiries on forms of city and county government, registration and election methods, and other governmental problems; (6) conducts surveys and makes recommendations for the reorganization of local and county governments for increased efficiency and economy; (7) cooperates with newspaper editors in supplying reliable information concerning current improvements in state and local governments; and (8) conducts the annual "National Conference on Government" and regional conferences.

The league's publications include the monthly "National Municipal Review," several pamphlets which were created specifically to help citizen groups campaigning for the council-manager plan of government; a "Guide for Charter Commissions;" "Model City Charter;" model bond, budget, county manager, election administration, and registration laws; and other pamphlets and books concerned with the council-manager plan, home rule, and proportional representation.

PUBLIC ADMINISTRATION CLEARING HOUSE

Herbert Emmerich, director, 1313 East 60 Street, Chicago 37

The purpose of the Public Administration Clearing House, created in 1931, is to facilitate the interchange of information, points of view, ideas, and experience among organizations of public officials, organizations of citizens, and other groups, national and international, which are planning for improvements in administrative technique of government; to encourage closer cooperation among these groups; and to assist in making available to each group the information and technical resources and experience at the disposal of other organizations.

Of particular interest to municipal officials is the Personnel Exchange Service maintained by PACH which helps locate specially qualified candidates for research and administrative positions. PACH manages the building at 1313 East 60 Street and provides certain common services for the 23 service organizations which have their headquarters there. The Clearing House maintains a Joint Reference Library, and each organization at "1313" makes a continuous contribution of material and an annual financial contribution towards its support. Periodicals of PACH and their annual subscription fees include "News Bulletin of PACH," a weekly summary of administrative developments in state and local governments, \$10; "Recent Publications on Governmental Problems," a weekly check list prepared by the Joint Reference Library, \$7.50; and "Conference Calendar," the monthly list of conferences of interest to organizations in the field of public administration, \$3.

PUBLIC ADMINISTRATION SERVICE

H. G. Pope, executive director, 1313 East 60 Street, Chicago 37

Public Administration Service was established in 1933 as a joint research consulting and publications agency to provide services exclusively to public jurisdictions. Its governing board is comprised of the executive officers of 14 national and international organizations of governmental officials and agencies; 12 of these organizations are included in this report.

PAS's major activity is that of providing field consulting services to public jurisdictions. The organization maintains a large permanent technical staff, trained and experienced in the various phases of governmental operation. It also can draw on technical staffs of the organizations represented by members of the governing board and on other specialists of national reputation. This staff, supported by extensive research and reference facilities maintained jointly with association organizations, is available to public jurisdictions on a cost basis.

The field services rendered by PAS are flexible enough to be geared to the needs of each public jurisdiction. They range from general consultative advice to the preparation of comprehensive reports and manuals and the installation of completely new systems. PAS handles staff-type management problems (administrative reorganization, finance, personnel, and planning) as well as line operations (public works, health, safety, housing, welfare, utilities, schools, and other activities).

Public Administration Service also acts as a publisher, issuing books, pamphlets and manuals concerning various problems and phases of governmental activity and administration. A number of the publications make available for general use the principles, findings, and recommendations developed as a result of the survey, reorganization, and installation projects conducted by PAS.